

THE IMPACT OF COMMUNITY PARTICIPATION IN GOVERNMENT HEALTH ORGANIZATION DECISION-MAKING ON PROGRAM SUSTAINABILITY AND SERVICE QUALITY

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Abstract

This study aims to analyze the impact of community participation in government health organization decision-making on program sustainability and service quality. The method used is normative with a literature study approach from books and journals that discuss community participation, health governance, and the effectiveness of public health programs and services. The results of the analysis revealed that community participation makes a significant contribution to improving the sustainability of government health programs by encouraging accountability and transparency in decision-making. Community involvement strengthens the program's sense of ownership and relevance to the real needs of the community. The quality of service aspects is also improved through direct feedback and social control carried out by the community over the implementation of the program. The participatory process allows adaptation and innovation in the management of health organizations based on the aspirations and needs of users. Challenges that need to be overcome include inclusive and representative participation mechanisms so that positive impacts can be felt widely and sustainably.

Keywords: *Community participation, decision-making, quality of service.*

INTRODUCTION

Community participation in decision-making within government health organizations serves as a pivotal element that can significantly influence the success, relevance, and sustainability of health programs. The direct involvement of the community provides essential insights into local conditions, social behaviors, and health priorities, enabling health policymakers and program implementers to design interventions that are better tailored to the needs of the population. Engagement of community members fosters a sense of ownership and responsibility toward ongoing health programs, which in turn enhances commitment, ensures continued adherence to health initiatives, and contributes to long-term program effectiveness. Active participation also strengthens accountability and transparency in public health management, building trust between the community and government institutions and promoting public confidence in health services.

Programs implemented without adequate community input risk producing outcomes that do not align with the real needs of the population, resulting in decreased user satisfaction and program effectiveness. Absence of inclusive participation mechanisms can lead to decision-making processes that are biased, uninformed, and less responsive to the full spectrum of public health challenges. Barriers such as limited public awareness, insufficient knowledge of participation rights, and inadequate channels for community engagement hinder meaningful involvement and reduce the quality and continuity of health interventions. Understanding the interplay between community perspectives and government health strategies is essential for creating policies and programs that are both relevant and resilient in meeting evolving public health demands.

Effective government health organizations require openness to the aspirations and feedback of the population through structured and meaningful participatory processes. Community involvement acts as a form of social oversight, monitoring program quality, identifying weaknesses, and suggesting improvements, while also serving as a source of innovative solutions for emerging health issues. Participation at the decision-making level allows health services to remain adaptable to diverse and changing local needs, including shifts in social structures, population demographics, and health trends. Incorporating direct public input into service planning and evaluation strengthens trust in the health system, promotes continued engagement, and encourages collaborative problem-solving between the government and its citizens.

The role of the community as a strategic partner extends beyond consultation, positioning them as co-creators in health governance. Despite recognition of its importance, gaps persist in implementing effective and sustainable mechanisms for community participation, especially regarding equitable representation, the inclusion of vulnerable and marginalized groups, and the measurement of participation's impact on service quality and program continuity. Addressing these challenges requires comprehensive understanding and deliberate strategies to optimize community involvement, transforming participation into a practical instrument that reinforces responsive, accountable, and community-oriented health governance. Strengthening participatory mechanisms can result in more resilient programs, capable of meeting diverse public needs while fostering inclusive and sustainable health development.

This study aims to analyze the impact of community participation in decision-making in government health organizations on the sustainability of programs and the quality of services provided. An explanation of the contribution of community participation to these aspects is expected to provide a clear picture of the importance of developing representative and inclusive participation mechanisms. The main focus of the research is to identify the factors that affect the effectiveness of participation and the challenges that must be overcome so that community involvement can be the main driver of improving the quality and sustainability of government health programs. The results of the study are expected to provide applicable recommendations to increase community involvement in health governance in a systematic and sustainable manner.

LITERATURE REVIEW

Community Participation

Community Participation is the active involvement of the community in the process of planning, implementing, and evaluating programs or activities that have an impact on their lives, including in the health, education, and social development sectors. This participation includes the contribution of ideas, energy, and resources, as well as collective decision-making that allows the community to feel owned and accountable for the results achieved. Community engagement also encourages increased awareness, local capacity, and the ability of communities to identify problems, determine priorities, and harness existing potential to achieve shared prosperity (Sholihat et al., 2025a).

Decision Making

Decision Making is the systematic process of selecting the best alternative among the various options available, which involves gathering information, analyzing risks and benefits, and assessing the short-term and long-term consequences of each decision. This process often involves a variety of stakeholders to ensure the decisions taken are relevant, fair, and effective in achieving the desired goals. Decision-making also requires the ability to balance interests, anticipate challenges, and make decisions based on available evidence, data, and experience, so that the resulting decisions can minimize errors and maximize positive outcomes for individuals and groups (Suhardi et al., 2022).

Health Organizations

Health Organizations are institutions or institutions engaged in the provision, management, and regulation of health services for the community, including hospitals, clinics, health centers, research institutions, as well as government and non-governmental agencies that focus on health. Health organizations play a role in planning programs, managing human resources, managing facilities, and developing service standards and procedures to ensure that public health can be optimally achieved. The existence of this organization also supports coordination between stakeholders, implementation of health policies, provision of medical information, and supervision of service quality so that the services provided are safe, effective, and efficient (Sholihat et al., 2025b).

Quality of Service

Quality of Service is a measure of the level of excellence and effectiveness of a service in meeting the needs and expectations of service recipients, which includes aspects of speed, accuracy, precision, procedural suitability, and user satisfaction. The quality of service reflects the ability of the service provider to provide consistent, safe, responsive, and friendly service, so that service recipients feel valued and get maximum benefits. Service quality assessment often involves both quantitative and qualitative indicators, including evaluation of user experience, service outcomes, and satisfaction levels, which are then used as the basis for improvement, innovation, and development of operational standards so that services continue to improve and be relevant to the needs of the community (Handayany, 2020).

RESEARCH METHOD

The method used in this study is a normative method that focuses on the study of relevant theories and regulations to understand the role of community participation in

government health organization decision-making (Suyanto, 2023). This method aims to analyze regulations, legal principles, and normative concepts that underlie community involvement in health governance. The normative approach was chosen because the research focuses on theoretical review and analysis of official documents related to policies and mechanisms of community participation in the field of government health.

The data collection technique is carried out through a literature study with the main data sources in the form of laws and regulations, scientific journals, and books that discuss community participation, health organization governance, service quality, and sustainability of health programs. The laws studied include regulations related to public health, public participation, and government health service policies. Journals and books were selected based on their relevance and credibility to provide a theoretical basis and results of previous research that supported the analysis in this study. Data collection uses purposive sampling techniques to select the most appropriate and in-depth sources.

The data analysis technique used is qualitative content analysis with a descriptive approach. The data from the literature study is systematically studied to interpret the meanings, principles, and normative rules contained in regulations, journals, and related books. The focus of the analysis is directed at the relationship between community participation and its impact on the sustainability of programs and the quality of services of government health organizations. Conclusions are drawn based on a synthesis of text analysis results that elaborate on the relationship between legal aspects, the concept of participation, and existing health management practices.

RESULT AND DISCUSSION

The Contribution of Community Participation in the Decision Making Process to the Sustainability of Health Programs

The contribution of community participation in the decision-making process in government health organizations to the sustainability of health programs is significant. Community participation allows health programs to be designed and implemented according to actual local needs and conditions, thereby increasing the relevance and acceptance of the program among citizens. When people feel involved in decision-making, they tend to have a sense of ownership of the program, which supports the sustainability of the program because there is a shared commitment to continue to maintain it and oversee its implementation. Direct understanding of their own health problems provides valuable information that is not easy to obtain from a top-down approach alone, so that program development becomes more targeted and effective (Ahmad, 2024).

The active participation of the community in decision-making also strengthens the accountability of government health institutions. When the community is directly involved, the social control mechanism runs more optimally so that the government and program implementers are encouraged to carry out their duties transparently and responsibly. This is important to reduce the risk of program failures due to corruption, lack of transparency, or actions that are not in the best interests of the community. The community who is invited and in the decision-making process will supervise the sustainability of the program and the use of

existing resources, so as to keep the program running according to the agreed plans and targets (Ananda et al., 2025).

The sustainability of health programs also depends on community compliance and support for the implementation of the program itself. If the community is involved in designing strategies and determining program priorities, they will be more motivated to actively participate in various program support activities, such as counseling, supervision, and evaluation. This involvement increases the effectiveness of health interventions because communities play a key role in ensuring the success of the program. Those who are directly involved usually have a better understanding of the objectives, benefits, and how the program works so that they are able to help solve the obstacles that arise during the implementation of the program (Cahyani & Saputra, 2025).

A participatory decision-making process provides space for continuous program adjustments based on community feedback. Through this mechanism, government health organizations can identify changing needs, barriers, and opportunities from the perspective of the service-user community. The combination of aspirations and input from residents is a crucial source of innovation and adaptation so that the program remains in accordance with dynamic and specific conditions in the field. Program enrichment through participation avoids the program from stagnation and mismatch which can lead to a decrease in effectiveness and ultimately become a program that fails to sustain long-term benefits (Fatimah & Paulina, 2024).

Communities involved in decision-making can also be agents of social change that strengthen social networks and community cohesion. The sense of solidarity that grows from shared involvement in health programs can strengthen the social support needed to maintain the sustainability of the program. When communities realize the benefits of the programs they support, they tend to expand participation to other groups, increasing local resource mobilization and collective capacity to sustain outcomes. This collective power plays a role in strengthening the social foundation of the program so that it does not depend only on government intervention (Firdaus & Ma'ruf, 2021).

Through these various dimensions, community participation in decision-making in government health organizations is the main foundation for the sustainability of health programs. Sincere and meaningful involvement transforms the community from just a recipient object to a strategic partner who actively creates, runs, and maintains programs. The long-term success of health programs is built on the foundation of such participation, which maintains relevance, effectiveness, and social support. The participatory approach opens up opportunities for improving the quality of public health through management that is more responsive and adaptive to the real needs of the community itself.

The Influence of Community Participation on the Quality of Services of Government Health Organizations

Public participation in decision-making within government health organizations exerts a profound influence on the quality of services delivered, shaping them to better meet the needs and expectations of the population. Active involvement of the community enables health programs and services to be designed based on real-life conditions, preferences, and priorities, ensuring interventions are more targeted, relevant, and effective. Participation allows citizens to contribute local knowledge, insights, and lived experiences that inform policy and program

adjustments, resulting in services that respond more accurately to health problems encountered daily. When the public engages in planning and decision-making processes, a sense of ownership develops, encouraging community members to support and sustain programs while promoting collaboration between service providers and the people they serve. This collaborative approach creates a cycle of feedback and adaptation that strengthens the relevance and effectiveness of health services over time (Harun et al., 2025).

Community participation also functions as a critical mechanism for social oversight, strengthening accountability and transparency in government health organizations. The active involvement of community members in monitoring program implementation ensures that service providers adhere to standards, ethical practices, and efficient use of resources, reducing instances of negligence, corruption, or mismanagement. When communities have a voice in decision-making, service providers are prompted to operate with greater professionalism and responsiveness, as their actions are subject to public scrutiny and evaluation. This oversight not only elevates the overall quality of services but also fosters trust between the community and government health institutions, encouraging ongoing engagement and cooperation that sustain high standards of care (Johan, 2024).

In addition, community participation enhances the accessibility and equitable distribution of health services, ensuring that interventions reach all segments of society. Communities can provide detailed information about barriers that hinder access to healthcare, whether these barriers are geographical, financial, cultural, or social in nature. Insights obtained directly from the public allow health authorities to design strategies that reduce inequities, prioritize underserved populations, and allocate resources more effectively. Participatory approaches enable a better understanding of the unique needs of vulnerable or marginalized groups, which contributes to more inclusive health programs. As a result, health services become not only higher in quality but also more equitable, promoting fairness and justice in service delivery across diverse communities (Luthfiyah & Rahmawati, 2024).

The continuous dialogue between service users and providers encourages innovation and systematic improvement of health services, ensuring that programs remain responsive to evolving needs. Feedback, suggestions, and evaluations from the community serve as a foundation for refining service delivery standards, introducing creative solutions, and addressing gaps in program implementation. This iterative process strengthens service design and management, promoting humane, patient-centered approaches that resonate with local realities. By incorporating community perspectives into the planning, monitoring, and evaluation of health programs, government health organizations foster a culture of adaptability, learning, and improvement that ultimately raises community satisfaction, trust, and engagement in the health system while ensuring long-term service sustainability (Nugroho et al., 2023).

Community participation helps increase the capacity of local resources to support health services. Their active involvement in decision-making opens up opportunities for community empowerment, such as health cadre training, health promotion, and more participatory management of health facilities. This empowerment strengthens sustainability and service quality because community members feel an integral part of the management process and are responsible for the results achieved. The community's contribution in program management

also reduces the burden on the government while increasing the efficiency and effectiveness of services (Pujilestari et al., 2023).

The influence of community participation on service quality is not only direct, but also has a multiplier effect that strengthens the health system as a whole. Communities involved in decision-making tend to increase collective awareness of the importance of health and preservation of running programs. This creates a social environment that supports healthy behaviors and increased utilization of health services. The sustainability and quality of services are increasingly maintained because the community is not only recipients, but also active actors in maintaining and improving the quality of government health services.

Challenges in Realizing Representative and Inclusive Community Participation

The first challenge concerns the inequality of infrastructure and access to health services in various regions in Indonesia. The very wide geographical conditions and diverse characteristics of the region make some communities, especially in remote areas, difficult to access health services. This imbalance hinders opportunities for communities in the region to actively participate in decision-making processes related to health programs. The lack of access to information and services affects their low awareness and capacity to participate in providing constructive input on health policy. This factor is further exacerbated by the unequal availability of health and information resources, which creates significant gaps in people's ability to participate meaningfully (Pujilestari et al., 2023).

Next are the institutional and bureaucratic challenges that are often complex and lengthy. The existing participation mechanisms are often procedural and formalistic, so that the community only becomes a complement without getting enough space to voice their interests substantially. Inflexible bureaucratic conditions make it difficult to integrate people's aspirations into an effective decision-making process. In addition, the socio-cultural characteristics of the community such as heterogeneity of religion, customs, and varying levels of education are also obstacles to the realization of inclusive and representative participation. These psychological and social barriers cause some community groups, especially vulnerable ones, to not be able to access and play a maximum role in decision-making forums.

Another challenge is related to policy and regulatory support that has not fully accommodated community participation optimally. Although Law No. 17 of 2023 concerning Health affirms the right of the community to participate in health management, its implementation at the regional level is still diverse and not optimal. The lack of coordination between agencies and the limited budget and human resources that manage community participation cause participatory programs to not run optimally. Uncertainty about the role and mechanism of community involvement in regional regulations sometimes collides with central policies, thus hindering the implementation of inclusive and sustainable participation.

Efforts that can be taken to overcome these challenges start from increasing access and equitable distribution of health information throughout the archipelago. The government needs to strengthen communication infrastructure and health services, especially in remote areas, so that people have adequate facilities and access to information to take part in policy-making. The use of digital technology and social media is a strategic alternative to reach the wider community and provide education that is easier to understand and inclusive for all levels of society (D. K. Putri & Endarti, 2024).

Bureaucratic reform and simplification of participation mechanisms must be carried out to provide a wider space for the community to voice their aspirations. The development of community forums involving particularly vulnerable groups, health literacy and community leadership training, and participatory approaches that are adaptive to local socio-cultural conditions are key to creating truly inclusive and representative participation. Strengthening the capacity of health cadres and community leaders also helps accommodate aspirations and strengthens citizen involvement in decision-making.

Consistency in the implementation of regulations is a fundamental aspect in ensuring that health policies are effective and produce the intended impact, particularly concerning the enforcement of Law No. 17 of 2023. This law emphasizes the need for synergy and coordination between the central government, regional authorities, and other relevant stakeholders to create a cohesive framework for community participation in health governance. Establishing comprehensive monitoring and evaluation mechanisms is essential to track the effectiveness of community involvement, identify challenges, and provide evidence-based recommendations for improvement. Incentive systems for regions that successfully integrate public participation can serve as motivation to encourage compliance, stimulate innovation, and reward proactive efforts, thereby fostering a culture of accountability and adherence to regulatory mandates across different administrative levels (Sabina et al., 2024).

Cross-sectoral collaboration is another critical element in supporting an enabling environment for meaningful community participation. Partnerships with non-governmental organizations, civil society actors, private sector entities, and local institutions can provide complementary resources, technical expertise, and outreach capabilities that enhance the capacity of government health organizations. Such collaborations facilitate knowledge sharing, improve program implementation, and ensure that diverse perspectives are incorporated into decision-making processes. By leveraging these partnerships, the government can strengthen mechanisms that encourage community engagement, create policy coherence, and develop solutions that are more responsive to the specific needs of various population groups, while simultaneously promoting sustainability and long-term impact (F. R. A. Putri & Pohan, 2023).

Empowering communities through structured and sustainable programs is a strategic approach to addressing issues of representation and inclusivity. Many vulnerable groups, including women, persons with disabilities, economically disadvantaged populations, and other marginalized communities, often face barriers to participation due to social, cultural, or logistical constraints. Training programs, capacity-building initiatives, and the provision of resources tailored to these groups can expand opportunities for their involvement in decision-making processes. Community-based approaches that respond directly to local needs, values, and priorities not only enhance the effectiveness of health programs but also increase the motivation, confidence, and competence of community members to actively contribute to governance, planning, and program evaluation within government health organizations (Wardhana & Husaini, 2024).

Transparent information dissemination and open communication channels are essential to ensuring that public participation is meaningful and impactful. The government must provide clear and accessible information regarding participation mechanisms, program objectives, roles, responsibilities, and the outcomes of decisions made in the health sector. Transparency

strengthens accountability and allows citizens to monitor progress, evaluate program effectiveness, and provide informed feedback. Overcoming the challenges of fostering active community involvement requires a multi-disciplinary and cross-sectoral approach anchored in strong political and institutional commitment. Utilizing the legal framework of Law No. 17 of 2023 as a foundation, government health organizations can design policies and practices that promote inclusivity, representation, and sustainability in decision-making, ultimately improving the quality, equity, and responsiveness of health services for all segments of society (Widyasari & Wedhaswari, 2024).

CONCLUSION

Community participation in decision-making in government health organizations makes a significant contribution to program sustainability and quality of health services. Community involvement encourages the creation of a sense of ownership and responsibility for the program that is running, so that the sustainability of the program can be better maintained. The participation mechanism allows the aspirations and needs of the community to be conveyed directly, making the program more relevant and responsive to local conditions. In addition, this active participation strengthens the accountability and transparency of government health organizations, helping to increase public trust in the services provided. The quality of service also improved because input and supervision from the community helped identify obstacles and create innovations that meet real needs. The obstacles that have arisen still revolve around the participation mechanism that is not fully inclusive and representative, so that efforts to develop methods that are able to involve all levels of society will be the main focus in the future.

The suggestion that can be given is the need to strengthen regulations and the implementation of Law No. 17 of 2023 concerning Health as a legal umbrella that regulates systematic community involvement in health decision-making. The government and health organizations need to improve access and equitable distribution of information through the use of digital technology, especially in remote areas, so that people have equal abilities and opportunities to participate. Bureaucratic reform needs to be carried out so that public participation is not only formalistic, but really provides space and real impact in decision-making. Capacity building of communities, including vulnerable groups, needs to be pursued through training, education, and regular dialogue forums. Consistency in the implementation of community participation must be maintained through effective monitoring and evaluation as well as cross-sector and stakeholder engagement. The community-based empowerment approach is expected to strengthen the role of the community as a strategic partner in the sustainable management and improvement of the quality of government health services.

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